

# Enwaddle



A GAMING AND SIMULATIONS QUARTERLY

In This Issue

\*\*\*THE RESEARCH ANALYSIS CORPORATION\*\*\*

\*\*\*POLARIS MISSILE SUBMARINE CRISIS\*\*\*

\*\*\*MOLEHILL LOOKS AT THE MOUNTAINS\*\*\*

\*\*\*MY FAVORITE DIPLOMACY MAGAZINES\*\*\*

\*\*\*EVALUATION OF GAMING PARTICIPANTS\*\*\*

\*\*\*YOUR AMERICA AND MINE\*\*\*\*\*

\*\*\*HALLS OF MONTEZUMA CLATTER\*\*\*\*\*

\*\*\*BOOKREVIEWS\*\*\*\*\*

\*\*\*UP THE PEERISCOPE\*\*\*\*\*

July 1973 Issue

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INSTITUTE FOR DIPLOMATIC STUDIES



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Articles appearing in XENOLOGIC do not represent any consensus of beliefs or the viewpoints of any individual, organization, or institution. We do not expect that the readers of this magazine will agree with all the viewpoints they find here, for some of our writers will present directly opposing viewpoints; but we believe by presenting a variety of opinions and ideas we can perform a useful service for all. We do not accept responsibility for views expressed herein.

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Readers are encouraged to submit articles, letter, and other items of interest for publication or to submit subjects that they would like to have examined in future articles. The purpose of this journal is to act as a vehicle for the exchange of ideas between the professional and amateur wargaming community.

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A Gaming and Simulations Quarterly

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NATIONAL    EXECUTIVE    UTILITY    SIMULATION

NEXUS

The Institute For Diplomatic Studies is pleased to present for the first time anywhere the National Executive Utility Simulation (NEXUS) as prepared and used by the Defense Computer Institute, Washington, D.C.

NEXUS is a simple, one-man, introduction to computer simulations. The User's Manual includes all needed information for the player: instructions, order forms, charts for determining results, and additional forms.

More than thirty pages are included in the off-set printed edition prepared by the Institute.

NEXUS gives you an opportunity to try your hand at being President of the United States. You must determine as President, where your income will come from. You must then determine in what areas (national defense, foreign aid, health, education, welfare, etc.) you want to spread your money. Then, you await the results of your efforts: depression or prosperity, peace or war; reelection or defeat. The challenge is yours.

Only a limited number of copies of the NEXUS simulation have been prepared. Order yours now for immediate delivery.

Individual copies are \$5.00, with a 25% discount on orders of 10 or more copies and a 25% discount to members of the Institute.

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For such a hard job they certainly  
don't give you much training.

Grover Cleveland

# IRVING SALOMON COMPETITION UPDATE

At the request of a number of individuals and groups the deadline for entry into the Irving Salomon Competition has been extended to October 1, 1973.

The Institute has approved the creation of a fourth general category for the Competition.

Details and entry forms are available from the Institute.

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## WHO'S WHO IN POSTAL DIPLOMACY

The Who's Who In Postal Diplomacy has been printed and is now available.

The most comprehensive collection of autobiographical information available on leading Diplomacy figures, the Who's Who is available for immediate delivery from us.

Copies of the covered, off-set printed handbook are \$1.00 each.

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## THE INTERNATIONAL DIPLOMACY ASSN.

The IDA, the world's largest Diplomacy organization is recruiting members. Membership is \$2.00 per year, to Walt Buchanan, R.R. 3, Lebanon, Indiana, 46052.

Membership includes a subscription to Diplomacy Review the IDA's official journal.

Membership is especially recommended for new Diplomacy players and publishers of amateur Diplomacy magazines.

## RESEARCH ANALYSIS CORPORATION

A large portion of this issue is devoted to RAC, also known as the Army's RAND. RAC is the major supplier of games and simulations for the Army's Strategy and Tactics Group and many other important clients. RAC's history, its projects, and pro and con arguments about it are included in this article taken from RAC sources, interviews with RAC leaders, and outside authorities. Special attention is directed toward the Concise Genealogical Background of RAC War Games and Simulations which might be compared with amateur games dealing with the same subjects.

## POLARIS MISSILE SUBMARINE CRISIS

As a challenge to readers a portion of the current scenario for the Tri Theta Epsilon Exercise dealing with the Polaris Missile Submarine Crisis is reprinted along with an invitation to write their own solution to the problem. The best solutions will be reprinted in the next issue.

A MOLEHILL LOOKS AT THE MOUNTAINS: Some Views On  
Strategy and Tactics,  
Panzerfaust, and  
Conflict

This article explores some of the problems and prospects of the three leading amateur wargaming magazines which are produced by "professional" groups. Some possible future developments are outlined, as well as current weaknesses of these magazines. Not intended to be critical but merely thought-provoking and challenging to the "Establishment."

## MY FAVORITE DIPLOMACY MAGAZINES

The Editor goes back over a seven or eight year period and reviews some of his all-time favorite postal Diplomacy magazines. In a light-hearted vein some kudos and brick-bats are passed out as well as some thoughts on what makes a "all-time favorite" in such a diverse field. ADAG, ARMADILLO, ARMAGGEDONIA, BROBDINGNAG, EREHWON, HOOSIER ARCHIVES, IMPASSABLE, INTERNATIONAL ENQUIRER, LIESNARD AND COMPANY, and STAB-VALHALLA make the list.

## ON EVALUATION OF GAMING PARTICIPANTS

These three short articles introduce a subject we will be returning to from time to time: measuring the performance of participants in games and simulations. These three are devoted to Diplomacy, one of the more documented areas, of gaming where participant performance has been rated: subjectively or objectively. The three articles, two by Doug Beyerlein, one of our co-editors and an authority on this subject, and one by the Editor, are: "A Short Guide to Rating Systems," "The Art of Diplomacy Rating Systems," and "The Peeripoll."

## YOUR AMERICA AND MINE

At a time when so much that is critical is being written about our country and its form of government, and the people who make up that government, we are pleased to present a brief article by the Rev. Laura Kemp Anderson. As the Watergate Scandal unfolds it might be wise for all of us to keep in mind that these people are merely a reflection of the values too many of our people have come to accept.

## HALLS OF MONTEZUMA CLATTER WITH COMPUTER CHATTER

A further discussion of TESE, the Marine Corps new Tactical Exercise Simulator and Evaluator, which promises major breakthroughs in computer simulation of modern warfare.

## BOOK REVIEWS

Three books are reviewed in this issue: The Process of Model-Building In the Behavioral Sciences; The C-5A Scandal; and Think Tanks.

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## NEXT ISSUE

Our first Annual issue will present a complete review of the year's gaming and simulations activities, as well as a full report on the Greater San Diego Gaming and Simulations Conference, and an in-depth study of the Research and Development Corporation, RAND.

/6/ A STUDY OF THE RESEARCH ANALYSIS CORPORATION

To begin a series of articles on some of the major gaming and simulations organizations in the United States we have chosen a study of the Research Analysis Corporation of McLean, Virginia.

We begin with a survey of Historical Highlights from RAC's history and a chart of the clients which RAC has served over the past few years. The following chart indicates some of the major studies conducted by RAC over the past few years.

A ten year summary of RAC's major programs and activities incorporates a chart showing the inter-relationships between RAC's various projects.

A specific look at RAC's Gaming and Simulations Department follows with more detailed information about RAC's wargames and simulation projects.

The information contained in this study is drawn from a variety of sources: official publications of RAC, excerpts from several books including Think Tanks and Dr. Alfred Hausrath's Venture Simulation in War, Business and Politics; and interviews with Dr. Lawrence Dondero, of RAC's Gaming and Simulations Department, and Col. Irwin Carpenter, of the Army's Strategy and Tactics Group, the chief user of RAC's services.

It is hoped that this study of RAC will increase the understanding of others vis-a-vis RAC's role in gaming and simulations, especially in tactical combat simulations.

With luck we may never know how well RAC helped prepare the U.S. Army to fight in the Nuclear Era, but, if worse comes to worse, RAC may provide some interesting answers to the question of whether an Army can learn from something other than the barrel of a gun.



# Historical Highlights

On 1 September 1971 the Research Analysis Corporation reached its 10th anniversary. A decade before, RAC fell heir to the physical and human resources of the 13-year-old Johns Hopkins University Operations Research Office. At that time ORO's research facilities were spread among five buildings in the Bethesda-Gaithersburg area of Montgomery County, Maryland. Part of the accumulated experience was recorded in volumes covering research results, developments, and methodologies. Much more resided in the minds and capabilities of the staff members. The Army contract, a result of combined Army and RAC initiative, sustained an ongoing research program. In addition RAC's staff sparked new ideas to be developed—and financial support for such independent studies was assured up to 10 percent of the annual Army funding.

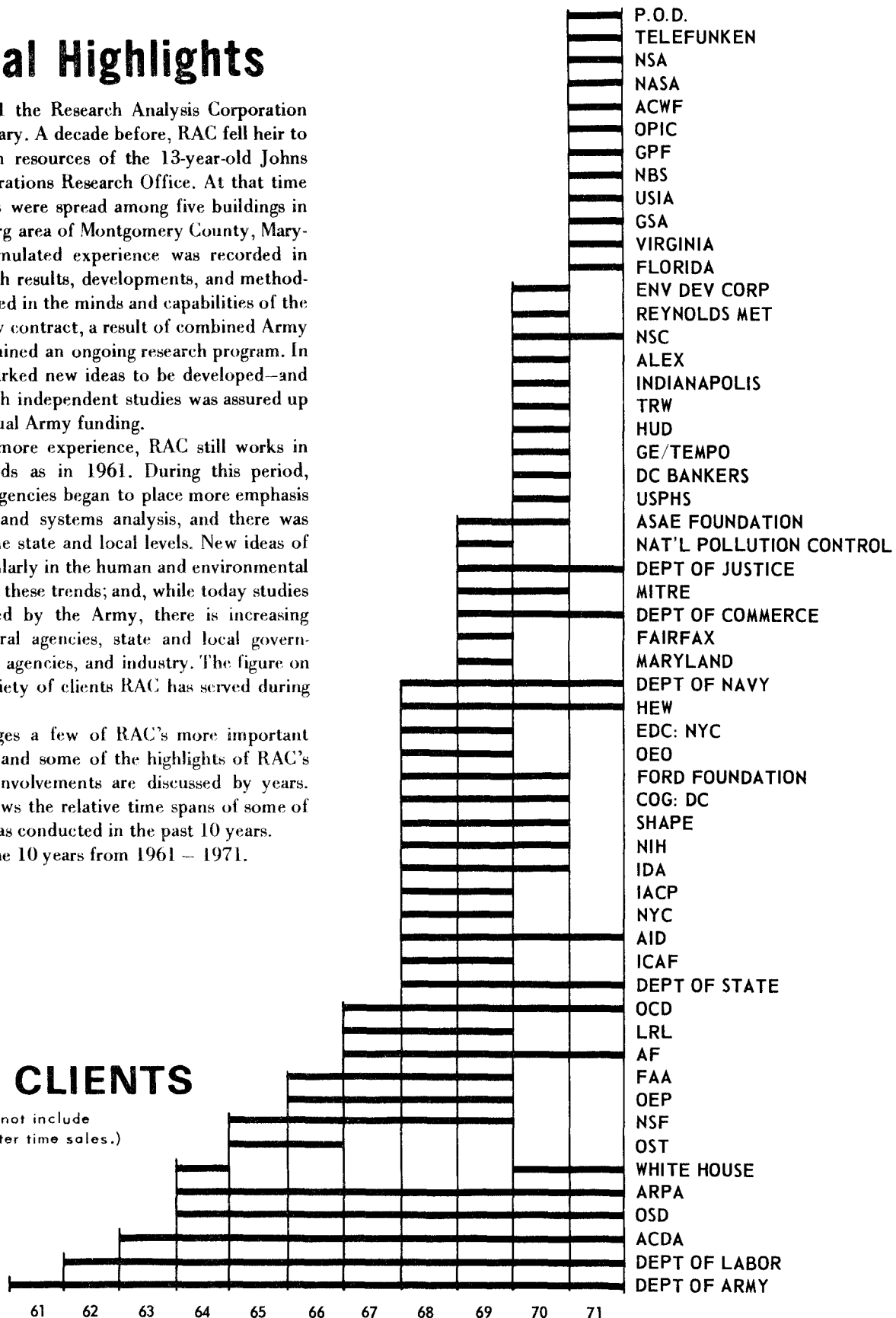
Now, with 10 years more experience, RAC still works in many of the same fields as in 1961. During this period, however, other federal agencies began to place more emphasis on operations research and systems analysis, and there was increased spending at the state and local levels. New ideas of interest emerged, particularly in the human and environmental areas. RAC has followed these trends; and, while today studies are principally sponsored by the Army, there is increasing support by other Federal agencies, state and local governments, nongovernmental agencies, and industry. The figure on this page shows the variety of clients RAC has served during the last 10 years.

On the following pages a few of RAC's more important studies are summarized and some of the highlights of RAC's research activities and involvements are discussed by years. The chart on page 4 shows the relative time spans of some of the major studies RAC has conducted in the past 10 years.

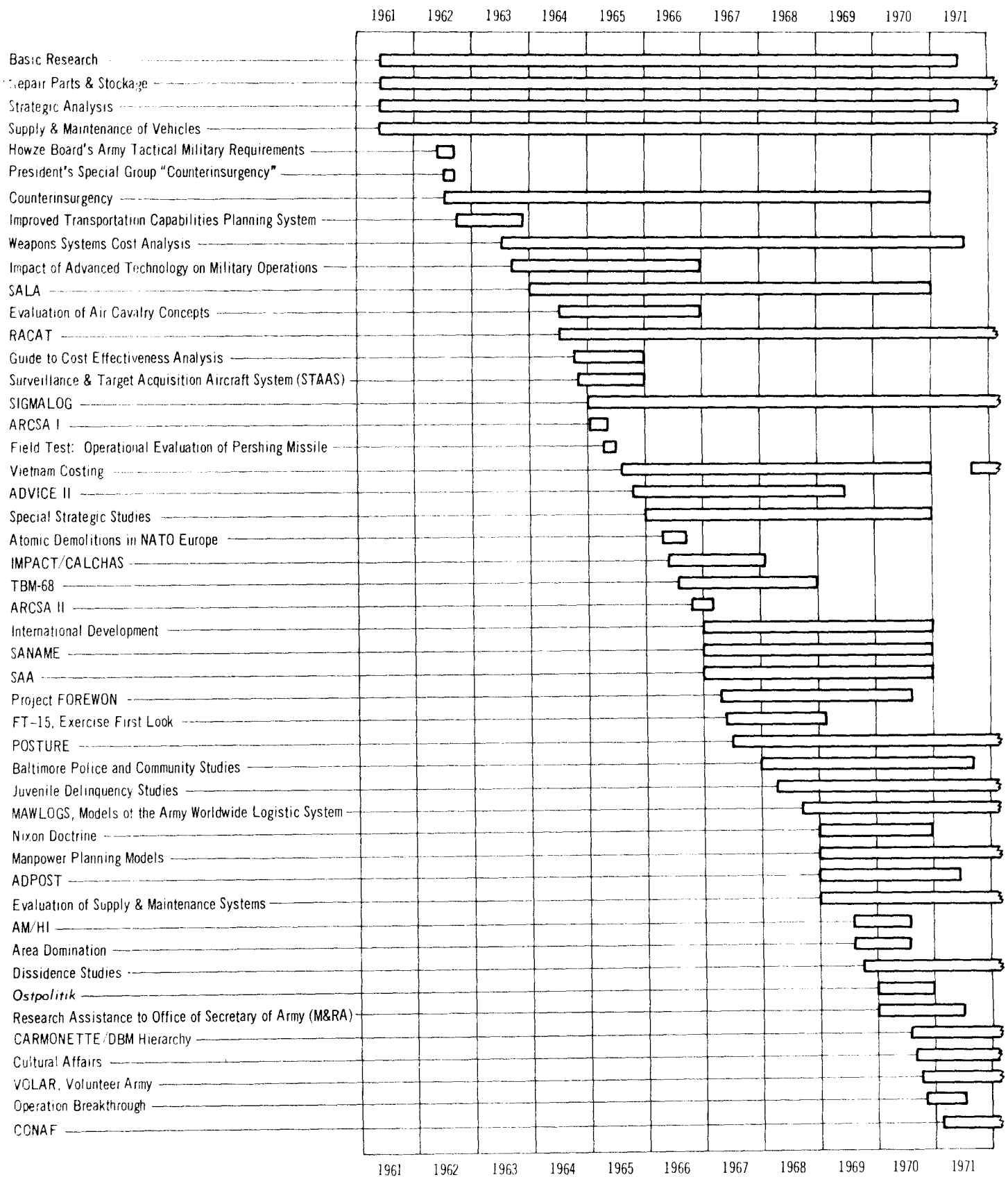
Briefly this is RAC—the 10 years from 1961 – 1971.

## RAC's CLIENTS

(Does not include computer time sales.)



# SELECTED RAC STUDIES, Calendar Years, 1961-1971



RAC HIGHLIGHTS 1961 - 1971

On August 31, 1971, RAC completed 10 eventful years of operation. During that decade, RAC undertook many kinds of operations research. Most of its projects lay in fields related to national security. These ranged from studies of weapons systems design and effectiveness through air mobility and counterinsurgency and broader politico-military studies to major work in gaming, simulation, logistics, resource analysis and force structure. In fields of civilian and domestic concern they encompassed studies of foreign aid, the development process, problems of community order, law enforcement, and juvenile delinquency.

RAC has responded to the trends of change in the nation's need for operations research; and along the way RAC has made important contributions to the perception, analysis, and recommendations for solution of problems in all the areas in which it has been active.

And throughout its existence RAC has grown and developed as an organization, improving its skills and capabilities to contribute to the conception, analysis, and treatment of a wide spectrum of the country's problems.

1961

RAC started operations on 1 September 1961, and, following its predecessor, RAC continued to work in various research areas that included operations, logistics, weapons, economics, and methodology. In logistics a study of vehicle maintenance and replacement of truck fleets was published.

1962

In 1962 a major RAC interest was the Howze Board and its study of the feasibility of achieving complete Army airmobility by using helicopters. In another area, RAC responded to a request from the Advanced Research Projects Agency (ARPA) of the Department of Defense in conjunction with the Army by opening its Southeast Asia Field offices in Bangkok and Saigon to study insurgency operations. Also, in response to the concerns of the President's Special Group on Counterinsurgency, several RAC staff members served on a committee to study guerrilla and counter guerrilla warfare in Southeast Asia.

In 1962 the Army assembled at Ft. Bragg a Board to establish the quantitative and qualitative requirements for Army aviation in the 1970s. This Board, headed by Gen. Hamilton Howze, consisted of a number of high ranking civilians including two of the officers of RAC, and a number of general officers. RAC also furnished 55 professional analysts to the staff who did the costing and gaming of the concept and recommended aircraft and troop levels. Out of these deliberations came the concept of the First Air Cavalry Division that made such an outstanding contribution in Vietnam.

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## 1963

After 2 years in planning, a highlight of 1963 was celebrating Christmas in RAC's new building located in Westgate Research Park, McLean, Va. RAC continued with major Army studies. The Logistics Division completed a planning study for the Army's Chief of Transportation. The Computer Sciences Center released its war-gaming-oriented language and computer study report. The Combat Development Division reported on the impact of arms control and disarmament measures. While work in major areas continued, RAC enlarged its role as a center for national and international operations research.

## 1964

In 1964 RAC initiated a major study of "Surveillance and Target Acquisition Aircraft System (STAAS)"; wrote the widely used "primer" on techniques of cost effectiveness analysis; conducted an evaluation of air cavalry concepts; commenced a series of politico-military studies of major regions with its "Strategic Analysis of Latin America (SALA)".

## 1965

Two studies highlighted RAC's work in 1965. One applied gaming to determine Army aircraft requirements in Europe (ARCEA I). The second supported the Army's Exercise TIGER CLAW, a 63 day field test of the Pershing Missile System in south Germany in March and April. On 25 and 26 March more than 200 participants met at RAC for the Fourth Symposium on War Gaming of the East Coast War Games Council.

## 1966

In 1966 several short-term and longer studies opened new research areas while pursuing existing tasks. One study analyzed and evaluated the military worth of atomic demolitions. The IMPACT planning conference and the resulting CALCHAS analyses identified 12 major problem areas anticipated for the Army in the 1980's that should be subjected to immediate and continuing study.

1967

FOREWON, the largest single project ever undertaken by RAC, was initiated in 1967. As a basic study in force planning, it developed a system for determining future US requirements for Army forces and for predicting their capabilities. Two new strategic studies, SANAME and SAA, covered North Africa, the Middle East, South Asia, and Africa.

FOREWON, during the period 1967-1970 required approximately 90 technical man years. It provided to the US Army an operating system for determining the size, composition, and character of the major portion of its forces. Project FOREWON had the dual objectives of (1) advancing the state of the art in force planning and (2) developing a practical, credible, automated system for determining worldwide requirements for general purpose forces and the capabilities of those forces. Both objectives were achieved and, the FOREWON System was adopted by the Army and incorporated into the Army Planning System.

1968

By 1968 RAC's efforts to diversify its activities into nonmilitary fields began to take shape. Studies in juvenile delinquency, police systems use, urban studies were undertaken for a variety of clients.

1969

Several RAC studies were initiated in 1969 in new fields ranging from mass-produced housing to development of models for use in Army manpower planning.

1970

Building on its studies of dissidence and its relations to the Volunteer Army, RAC was asked to help evaluate the results of a field experiment (VOLAR-E) conducted at four Army posts to determine soldier opinion and relative cost-effectiveness of certain Army changes designed to encourage an all-volunteer army.

In gaming and simulation, work commenced on the merging of the much-used CARMONETTE simulation on the DBM (Division Battle Model) computer-assisted division-level war game.

6. *methodology* introducing a procedure to measure and compare responses to the effects of zero demand of community services on the environment and culture, as well as the organization of their participation in a framework of a well-defined standard and an appropriate methodology. The authors have followed the guide participants in a selection of cultural programs. The features of the method are essential to determine the objectives of the study, to give an evaluation, not less capable of a standard, the method itself, whether it provides a formal or qualitative information interpretation.

THE BY DEANS COMPANY, INC., 1000 E. 17th St.,  
CHICAGO, ILL. 60616

Was employed to provide backup information for ORO's study of the air defense of NATO Europe. Briefed to the Joint Chiefs of Staff, and major US commanders in Europe, this had an impact on the decision to deploy NIKE B SAM units.

Has been used in the evaluation of tanks, tank tactics, and small arms; to examine force mixes for Arms Control and Disarmament Agency; to review tank/infantry fire-power scores for TBM-68 and the Joint War Games Agency; and to provide inputs for AMC's Electronics Command night-vision analyses.

Has provided support to important DOD, DA, USAREUR, and JUSMAG Thailand contingency studies, as well as inputs to broad-based RAC analyses.

Has supplied gaming inputs to support AFDP 69-88, AFDP 70-89, the JCS PALOS and CINCPAN studies, and SHAPE's analysis of NATO defense plans.

Have contributed to analytical studies of defense against C/B attack (MANDRAKE ROOT), air assault force concepts (for the HOWZE Board), air mobility concepts, the transition from conventional to nuclear posture, employment of tactical nuclear weapons, Army combat aviation requirements, and armed helicopters.

In 1960 pinpointed major strengths and weaknesses of the Division Combat-Surveillance System projected for 1965-1970.

1971

In February the Army asked RAC to participate in a major study of the preferred design for an army in the field in 1980, designated CONAF. In politico-military studies, RAC made a unique assessment of Japan's Fourth Defense Plan, drawing implications for US and regional security policies, and considering the impact of new developments in US policies toward Asia.

### GAMING AND SIMULATIONS

All of the above has been intended to familiarize you with RAC's broad mission and programs. With this general introduction the activities of RAC in the gaming and simulations field can be considered in their proper perspective, as a part of the total systems analysis program at RAC. Within the RAC structure, the Gaming and Simulations Department is under the control of the Operational Systems Group.

Less there be any question about the position of the G/SD (Gaming and Simulations Department) vis-a-vis RAC and the Army, Hugh M. Cole, Vice President in charge of the Operational Systems Group, says:

"...It was conceived on the assumption that the Army might benefit if RAC's capabilities were presented to Army personnel confronted with problems whose solutions might be found in applying the analytical capability at RAC. The G/SD under one or another name has been the focal point for AC's pioneering efforts in military operational gaming over the past two decades. These efforts will continue until the Army decides it no longer requires innovative and professional assistance in gaming. The primary objective of the Operational Systems Group, of which the G/SD is a part, is to fulfill the study requirements placed on it by its principal client---the United States Army."

The departmental objectives of G/SD are stated by Lawrence J. Dondero, Head, Gaming and Simulations Department:

"G/SD has for some time had as its primary objective the development of a family of mutually supporting wargames and simulations. The purpose has been to develop a capability of providing a rapid response and flexibility in meeting user requirements. We have come a long way towards this end, but gaps do exist; we do not yet have a viable counter-insurgency game or an operational strategic politico-military model at

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the upper end of the spectrum.

"Readers should not conclude from this that RAC's G/SD advocates the use of a game/simulation to predict the outcome of potential real world conflicts. Games and simulations can help decision makers to assess broadly, in a systematic way, the potentials and risks of postulated contingency operations. More importantly, games, in their evaluatory role, provide a realistic tactical context for the testing of innovations in weapons or doctrine. They have never provided the answer, but it is our belief that gaming may provide the only feasible means of analyzing some highly complex operational systems and concepts."

RAC takes its doctrines of the limitations of games and simulations from the Army Command and General Staff College:

"For studying certain problems, war gaming is the best analytical technique yet devised by man. However, the results obtained from war gaming a situation are only indications of what could happen based on specific factors, rules, procedures, and assumptions used. The indications are no more accurate than the cumulative effect of the input data. Valid war gaming results can only be produced from reliable input data properly applied."

What does RAC actually have that puts it in the G/S business? RAC's facilities are second to none: efficient gaming rooms in a modern building designed and furnished to foster advanced applied research effort; a third-generation computer; an array, second to none, of models and computer routines prepared to play a wide spectrum of combat simulations from squad and company through brigade and division to theater and national levels. RAC's G/SD staff draws on the background of experience and expertise of more than 100 professionals---scientific, military and technical---to build, modify, and play its array of simulations and games. RAC's innovative skill is proven by such projects as Quickgaming which was developed and used by RAC first as a hand-played game and later as a theater-level computerized simulation. The Lanchester prize coveted by members of the operations research profession was awarded for original work that led to CARMONETTE and follow-on computer simulations. RAC's experience includes the major Theater Battle Model (TBM-68) series for the Joint War Games Agency of the OJCS: Vol.I: Theater War Game Model; II: Theater Quick Game Model; III: Division Operations Model; IV: Counterguerrilla Warfare Model; V: Amphibious Warfare Model. And, in the past two decades, RAC has developed: ZIGSPIEL, INDIGO, TABWAC, FAME, SYNTAC, THEATERSPIEL, POMEX, TACSPIEL, and CARMONETTE.



## UTILITY OF GAMES AND SIMULATIONS

Games and simulations are, or ought to be, a means to an end, not an end in and of themselves. E. S. Quade, in "The Systems Approach and Public Policy," (RAND P-4053, March, 1969) said, "A model, by introducing a precise framework and terminology, serves as an effective means of communication, enabling analysts and various experts to exercise their judgment and intuition in a well-defined context and in proper relation to each other. It provides feedback to guide participants in revision of earlier judgments. These features of the model are essential to its role in supplying a route from hypothesis to prediction, not how explicitly it simulates the real world or whether or not it provides a formal or quantitative scheme for optimization." That's saying alot.

As the preceding historical outline indicates RAC games and simulations have been used for a wide variety of studies. The SAM SIMULATION was employed to provide backup information for ORO's study of the air defense of NATO Europe. Briefed to the Joint Chiefs of Staff, and major US commanders in Europe, this had an impact on the decision to deploy NIKE B SAM units. CARMONETTE has been used in the evaluation of tanks, tank tactics, and small arms; to examine force mixes for ACDA; to review tank/infantry fire-power scores for TBM-68 and the JWGA; and to provide inputs for AMC's Electronics Command night-vision analyses. QUICK GAME has provided support to important DOD, DA, USAREUR, and JUSMAG Thailand contingency studies, as well as inputs to broad-based RAC analyses. THEATERSPIEL and TACSPIEL have contributed to analytical studies of defense against C/B (MANDRAKE ROOT), air assault force concepts (for the HOWZE Board), air mobility concepts, the transition from conventional to nuclear posture, employment of tactical nuclear weapons, Army combat aviation requirements, and armed helicopters.

## CURRENT INVENTORY OF OPERATIONAL GAMING CAPABILITY

RAC's current projects reflect the growth and development of the games and simulations shown on the fold-out chart. Some of the major RAC games are:

### ADVICE

A computer-assisted division game resolved at the company level. ADVICE has been designed to check and compare concepts, doctrine, and weapons systems capabilities and evaluate communications, organizations, fire power and mobility. Events are played sequentially, in approximately real time. A procedures manual is available.

## CORPS BATTLE MODEL (CBM)

Computer-assisted, two-sided, closed war game designed to simulate a corps-sized battle with resolution at the battalion level. CBM is being developed and refined for the Combats Developments Command. The model eliminates previously imposed artificial constraints on corps artillery fire and provides flexibility that permits use of battalion-level results in the corps battle context.

## CARMONETTE

Computerized Monte Carlo simulation of battalion-sized or lower units in ground combat simulations. Results are casualties to each side and advance by the attacker. CARMONETTE has been used to examine the offensive and defensive characteristics of armor, infantry, and armed helicopter weapons and tactics. More recently the model has been programmed and played to observe target detection probabilities of weapons systems employing selected night-vision devices.

These are just some of RAC's current inventory of games and simulations.

## THE OTHER SIDE OF THE COIN

All of the above comments, analysis, descriptions, etc. have been supplied by RAC, or people working with it. As such they can be assumed to be favorable towards RAC and its work. However, there is another side to the coin which presents a less enthusiastic endorsement of what RAC has done.

A journalistic critique of RAC is contained in Think Tanks by Paul Dickson. Writing about RAC, he says:

"Undoubtedly the most important Army think tank is the Research Analysis Corporation (RAC) of McLean, Virginia---probably the closest to RAND of any think tank and often referred to as "the Army's RAND." Although it is slightly smaller than RAND, its work closely parallels that of the Santa Monica organization in that its major concerns are political studies, new weapons systems, applied technology, strategy and tactics, and new mathematical and management techniques. It has done less nonmilitary work than RAND, but, like RAND, is trying to get new assignments in that area.

"An area in which RAC, like RAND, has had a major impact is that of wargames and military modeling. A copy of the RAC house organ, The RAConteur, claims that it has the greatest capability in war-gaming and military modeling 'anywhere.' Two of its most renowned products in this realm are a game called CARMONETTE and its AUTOMATED FORCE STRUCTURE MODEL.

CARMONETTE was developed in the late 1950s and has undergone continual refinement since then. It is a computerized game which tests new weapons and military innovations completely automatically. Or to put it another way, it fights battles by itself. CARMONETTE players feed it the characteristics of weapons and equipment that will be in the hands of two opposing battalions in the battle---such as the time required to reload a rifle, tank speeds, and the kill probabilities of heavy guns. Once instructed, the computer then pits the two battalions in a ninety-minute battle and afterwards tells the players each side's casualties and the extent of territorial advance or retreat. This game has been used extensively to determine both the feasibility and the allocation of new equipment for Southeast Asia. One specific class of items tested by CARMONETTE was electronic night-vision aids. RAC's Automated Force Structure Model (AFSM) was created to help the Army quickly determine the most effective number and mixture of military units to contend with a given enemy force under given conditions. Simply, it is fed a problem and told what units and equipment are available, and it returns a suggestion as to which should be sent.

"RAC is housed in a pentagonal structure in a research park outside of Washington. Its entranceway is a large aquarium-like globe that makes it look like, quite literally, a think tank. Although the Research Analysis Corporation did not come into existence until 1961, it traces its origins back to 1948, when the Army set up its Operations Research Office as part of Johns Hopkins University to evaluate the implications of the atomic bomb on Army operations. Because 1948 and 1961 the ORO conducted over 600 projects there and has had great influence in diverse Army realms. To name a few, it worked up a plan by which Negroes were integrated into the Army, developed the tactical use of atomic weapons, mounted the Army's first psychological-warfare program, and was responsible for setting up a variety of operations research groups within the Army. The ORO of Johns Hopkins became the independent Research Analysis Corporation in 1961 primarily due to friction between the ORO and Army. Dr. Ellis Johnson, who headed ORO, felt that the Army was not giving his group enough freedom in its selection and carrying out of research. He also maintained that the Army was imposing too much secrecy on ORO's work. This friction led to the Army's break with the University and the immediate creation of a new institution and a new president. Because of this break, for several years the initials RAC were shorthand for "Relax and Cooperate" to many in the think tank community.

"In recent years much of RAC's work has concentrated on Southeast Asia. It has worked on problems ranging from alternative plans for evacuating the wounded from Vietnam to the best places to use herbicides. In 1962 it opened offices in Bangkok and Saigon for "research" in those areas. A recent RAC recruiting brochure amplifies its definition of research by explaining that its office in Thailand is at the disposal

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Of the US and Royal Thai governments for the task of eliminating insurgency in that country.

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A CONTEST FOR OUR THINKING READERS

On the following pages are four pages from the current issue of the Tri Theta Epsilon Report devoted to the Tri Theta Epsilon simulation. These pages contain a portion of the Polaris Missile Submarine Crisis, one of the problems being dealt with in this particular issue.

On the basis of the information provided you are invited to write your own ending for the problem presented. Your solution must account for:

- 1) The substance of the Hot Line conversation,
- 2) The fate of the crew of the submarine, and
- 3) The fate of the submarine itself.

Solutions should follow the pattern given in the problem and should not be more than five (5) pages long.

In the next issue the best of the submitted solutions will be published. The author of the outstanding solution, as chosen by the participants in the simulation, will receive a free copy of the Tri Theta Epsilon Report and the NEXUS User's Handbook.

This contest is open to everyone.

Entries must be typed, single spaced, and the name of the person submitting the entry should be on a separate cover sheet.

All entries must be submitted by August 15, 1973.

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THE POLARIS MISSILE SUBMARINE CRISIS

/19/

1 September 1976 0700GMT Holy Loch, Scotland

COMMSUBSTRICOMATL to CNO, WASHINGTON, D.C. SECRET

USS ABRAHAM LINCOLN, SSB(N) 618 left Holy Loch, this morning en route patrol station Zebra Alpha Box 242 under normal radio silence conditions. Will next report when on station in approximately 54 hours. /s/ HOWARD, RAdm. USN EOM

2 September 1976 0600GMT Murmansk, USSR

COMM ARTIC FLEET to MIN DEF, MOSCOW, SECRET

YURI GARGARIN, Z-16, left Murmansk, this morning en route patrol station in White Sea area. /s/ KAPILOV, Flt. ADM. EOM

3 September 1976 1210GMT ZAF 242

COMM USS ABRAHAM LINCOLN to COMSUBSTRICOMATL, SECRET

Now on station. Security procedures Red Pony in effect.  
/s/ BAKER, Comm. USN EOM

/On or about 12 September, 1976, USS ABRAHAM LINCOLN developed an unspecified mechanical difficulty with her propulsion system. According to standard procedures in such a case she should have assumed a position on the bottom of the White Sea in international waters and awaited instructions and/or assistance from COMSUBSTRICOMATL. If located in Soviet waters radio silence should have been observed and assistance called for by other, emergency, procedures. Instead the submarine attempted to withdraw from the duty station under her own power. The attempt failed and the submarine came to rest on the bottom near Novaya Zemlya in approximately 500 feet of water./

/During her routine patrol of the waters surrounding Novaya Zemlya the Z-16 discovered the presence of the US submarine./

14 September 1976 1115GMT Novaya Zemlya

COMM Z-16 YURI GARGARIN to COMM ARTIC FLEET, Murmansk  
SECRET

Have intercepted and am holding station over what is believed to be a US Polaris type submarine at 57°14'E, 70°06'N, near Proliv Karskiye Vorota. Despite extensive efforts by electronic means to evade us we have held submarine in sonar for last sixteen hours. It is now at rest and believed damaged

internally here in 80 fathoms of water. We have not, repeat, have not, taken any action against the submarine other than routine harassment. Submarine is within the territorial waters of USSR; position confirmed; within our territorial waters. Please advise. /s/ KAVALOVSKII, Flt. EOM

14 September 1976 1120GMT ZAF 242

COMM USS ABRAHAM LINCOLN to CNO, PRIORITY SECRET

Have engaged in search and evade tactics with Soviet submarine for sixteen hours. Disability in propulsion system prevents escape. Have taken position on White Sea bottom in 80 fathoms of water. Located in Soviet territorial waters but no hostile actions taken. Request instructions. /s/ BAKER, Comm. USN EOM

14 September 1976 1130GMT Murmansk

COMM ARTIC FLEET to COMM Z-16 YURI GARGARIN, Novaya Zemlya SECRET

Transmit following message on open channel to US submarine at 1145GMT. Same message will be transmitted from here to US State Department and the President. BOM The USSR demands the immediate surrender of the USS Abraham Lincoln. The following are the only conditions available to you:

- 1) You will repair and surface your ship as soon as possible;
- 2) The USSR assures the safe return of all on board to the USA within 48 hours of surrender;
- 3) A ten man Soviet guard party will board your ship as soon as possible and the officer in charge of the boarding party will assume control of the ship;
- 4) If repairs are not possible at this time then immediate evacuation of the ship must be undertaken with our assistance. Failure to recognize and reply to this message will result in the destruction of the USS Abraham Lincoln and entire crew. Any attempt to head toward international waters will result in same. You have 10 minutes to respond. /s/ KAPILOV, Flt. Adm. USSR EOM

14 September 1976 1135GMT Washington

CNO to COMM USS ABRAHAM LINCOLN, PRIORITY SECRET RED

Undertake preparations for destruction of ship under PLAN QUICK SILVER 1. Safety of crew has top priority but under no, repeat no, circumstances must Soviets be allowed aboard ship or any sensitive materials placed in their hands. Obey all Soviet instructions not contradicting above. All future

/3/

communications to and from NSC at White House. Eagle 1 has been advised. /s/ JONES, Adm. CNO EOM

14 September 1976 1140GMT ZAF 242

COMM USS ABRAHAM LINCOLN to CNO, PRIORITY SECRET

Acknowledge. /s/ BAKER, Comm. USN EOM

14 September 1976 1145GMT Novaya Zemlya

COMM Z-16 YURI GARGARIN to COMM USS ABRAHAM LINCOLN  
OPEN MESSAGE ALL CHANNELS

The USSR demands the immediate surrender of the USS Abraham Lincoln. The following are the only conditions available to you: 1) You will repair and surface your ship as soon as possible; 2) The USSR assures the safe return of all on board to the USA within 48 hours of surrender; 3) A ten man Soviet guard party will board your ship as soon as possible and the officer in charge of the boarding party will assume control of the ship; 4) If repairs are not possible at this time then immediate evacuation of the ship must be undertaken with our assistance. Failure to recognize and reply to this message will result in the destruction of the USS Abraham Lincoln and entire crew. Any attempt to head toward international waters will result in same. You have 10 minutes to respond.  
/s/ KAPILOV, Flt. Adm. USSR Authorizing Officer,  
KAVALOVSKI, Flt. COMM Z-16 YURI GARGARIN EOM

14 September 1976 1150GMT ZAF 242

COMM USS ABRAHAM LINCOLN to COMM Z-16, YURI GARGARIN  
OPEN MESSAGE ALL CHANNELS

Acknowledge receipt of your message of 1145GMT. Am requesting instructions from superior authorities. Stand. by.  
/s/ BAKER Comm. USN EOM

14 September 1976 1150GMT ZAF 242

COMM USS ABRAHAM LINCOLN to CNO, PRIORITY SECRET

Have received instructions from Soviet vessel and authorities. Request permission to carry out PLAN QUICK SILVER 1.  
/s/ BAKER, Comm. USN EOM

14 September 1976 1155GMT Washington

EAGLE 1 to COMM USS ABRAHAM LINCOLN, PRIORITY SECRET GOLD

Have received identical message through Soviet Embassy here. Your instructions are to carry out PLAN QUICK SILVER 1 provided assured destruction of submarine's vital components and documents are achieved. All standing by to provide needed assistance in event emergency. /s/ EAGLE 1 EOM

14 September 1976 1155GMT Novaya Zemlya

COMM Z-16 YURI GARGARIN to COMM ARTIC FLEET SECRET

Am awaiting response from USS Abraham Lincoln to message of 1145GMT. /s/ KAVALOVSKI, Flt. EOM

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14 September 1976 1155GMT Washington

TRANSCRIPT OF TELEPHONE CONVERSATION BETWEEN THE PRESIDENT OF THE UNITED STATES AND THE CHAIRMAN OF THE USSR REGARDING USS ABRAHAM LINCOLN

WHITE HOUSE OPERATOR: We have a call for the Chairman of the Council of Ministers, or the General Secretary of the Communist Party, from the President. Are you prepared to receive?

KREMLIN OPERATOR: Stand by, please. Go ahead.

WHITE HOUSE: This is Colonel Hake, the President's translator.

KREMLIN: This is Secretary Popovich, the Chairman's translator.

WHITE HOUSE: Stand by for test transmission. Green leaves of summer.

KREMLIN: Stand by for test transmission. The Volga is blue.



## A MOLEHILL LOOKS AT THE MOUNTAINS:

Some Views On Strategy and Tactics, Panzerfaust, and Conflict

Introduction;

Whenever any magazine discusses itself there is always a certain lack of creditability about what it has to say. When other magazines in the same field review one of their competitors there is almost always a certain lack of creditability about what they have to say. The one tends to emphasis the positive and deemphasis the negative; the others tend to emphasis the negative and deemphasis the positive.

I hope, in these few pages, to arrive at some happy medium between these two trends. This article, which wasn't even originally intended to be an article, is not a formal review in the normal sense of the word. I am not specifically reviewing any particular issues of any of the Big Three (if you will, the Big One and its Two Step-Brothers) and my thoughts are intended to be as general as possible.

In many ways I will be repeating what others have said or what is self-evident. However, the lay reader may be interested in some of the observations I have made in the past few months.

Naturally, a copy of this is going to the appropriate officials of all the above mentioned magazines. Perhaps they will want to add some thoughts of their own.

Some Background On Amateur Wargaming

Amateur wargaming is in the midst of an unprecedented boom. The number of players is up as demonstrated by the growth in game sales, magazine subscriptions, and memberships in different organizations. We don't know how far up is, however, because although we are told all these things are increasing we aren't given enough solid data to make any real long-term comparisons. The number of games being produced is rapidly rising. A recent Wargame Rating List produced by MOW includes 183 different games and simulations and that is do doubt already out-of-date. These are games and simulations produced for amateur wargamers; a commercial listing would be at least three times as long. The number of magazines devoted to amateur wargaming is up also. Strategy and Tactics, the largest amateur wargaming publication, has its own new

off-shoot, Moves. Panzerfaust, produced by Don Lowry, has its own new off-shoot, as well, Campaign. A new magazine, or more accurately a regeneration of a previous effort, Conflict, from SDC here in San Diego, offers a third professional magazine to the list of amateur publications. And, if anyone finds these not fulfilling his requirements there is always Avalon Hill's General to fall back on. The General is now being revamped by Don Greenwood, formerly of Panzerfaust, and is omitted from this discussion. Diplomacy magazines, both genzines and gamezines, continue to multiply at an alarming rate and circulation figures for most of them are up. When once a circulation of 100 seemed impossible now a half-dozen are over that mark and a few are heading for 200 on a steady basis. The number of postal Diplomacy games started each year continues to climb. Even more spectacular than the numerical increases has been the qualitative increases in most games and magazines. Magazines such as Strategy and Tactics, Panzerfaust, and Conflict compare favorably with hobby and trade publications in other fields. The quality of games, as demonstrated by improved graphics, better quality materials, increasingly sophisticated rules, and topical subjects, is constantly rising.

Underlying these developments are four basic factors which tend to support the growth and development of amateur wargaming. First, people today have more leisure time to devote to their hobbies. Second, people today have more money to spend on their hobbies. Third, people today are better educated and bring to their hobbies talents and attitudes needed to enjoy them more. Fourth, as Jack Greene, Jr. pointed out to me, the first generation of wargamers is rapidly reaching maturity. All of these factors contribute to the potential growth of the hobby field in general and amateur wargaming in particular.

Thus, the immediate indications and long-term trends, suggest a bright future for amateur wargaming. I tend to agree with that prognosis on a long-term basis but I do have some serious reservations about the immediate future of amateur wargaming as it applies to its primary supporting vehicles, the professional amateur wargaming magazines. By immediate future I refer to the next two to three years. I suppose my pessimism here is merely an extension of my over-all pessimism as it applies to national and international economic conditions. But that's another story.

#### Some Comments On Professional Amateur Wargaming Magazines

Comparing professional amateur wargaming magazines--- by professional I mean that the people who operate the magazine are, supposedly, earning a living from doing so or, more likely, intend to make a profit from it; by amateur I mean the audience for whom the magazine is intended--- is alot like comparing candies. All candies are made with: sugar, cocoa, nuts, jellies, and flavorings. The differences

are in the packaging and advertising. So it is with professional magazines. Try comparing Time, Newsweek, and US News and World Report. The problem becomes one of analyzing degrees of difference, trends; not so much one of out-and-out differences. The differences are not of tools and subject but rather how they are used and the treatment given them.

First, I am attempting the impossible in trying to assign numerical values to various qualities and characteristics of the professional amateur wargaming magazines but, for the sake of discussion, I want to try it anyway. Then I will discuss each magazine separately. Finally, I will have some general observations which might, or might not, apply to all, some, or none of them.

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#### EVALUATION OF PROFESSIONAL AMATEUR WARGAMING ZINES

	<u>S&amp;T</u>	<u>Panzerfaust</u>	<u>Conflict</u>
CONTENT (40%)	<u>12</u>	<u>8</u>	<u>10</u>
Authors	3	2	2
Style	2	2	3
Subject Matter	4	2	3
Analysis	3	2	2
GRAPHICS (40%)	<u>11</u>	<u>9</u>	<u>11</u>
Format	5	3	4
Use of Color	2	1	3
Illustrations	2	2	2
Artwork	2	3	2
SERVICE (20%)	<u>3</u>	<u>3</u>	<u>3</u>
Letter/Order Response	2	2	2
Dependability in Scheduling	1	1	1
TOTAL (100%)	<u>26</u>	<u>20</u>	<u>24</u>

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In the above evaluation the following scale is used:

5 = Excellent

4 = Superior

3 = Good

2 = Average

1 = Poor

Ø = Not Rated

The above evaluation represents my opinions based on a sampling of recent issues I have seen of each magazine. Although the samplings were not as good as I might have wished I think there were enough of them and they were varied enough to let me make a judgment.

It should be noted that an average or good rating is not a low rating (especially when compared with the quality of these magazines in earlier issues). A 5 rating a year or two ago would be worth only a 2 or 3 today. The standards have risen as much as the quality of the output. Today we get more from all of these magazines but we also expect more.

The 4Ø-4Ø-2Ø balance is not to my satisfaction. I am very distressed with the lack of attention paid by all of these magazines to the third category, Service. This is where the most improvement needs to be made in all three magazines. Personally, I would rather see is 4Ø-3Ø-3Ø or even a 5Ø-25-25 balance between the three categories.

The Content evaluation reflects the better handling of increasingly complex subjects. Unfortunately, it doesn't reflect the infusion of new blood or many new ideas into the writing or creative pool of most magazines. Over a year's span I would guesstimate that probably 80% or more of each magazines' articles are prepared by the same people.

The Graphics evaluation reflects the continuing movement toward professional graphics, which in large measure accounts for the growth of all these magazines but, alas, I don't think any of them are using graphic aids to their maximum potential advantage. Pretty pictures, bright colors, etc. are nice but if they do not actually add something to the substance of the issue they are superfluous. Course, that is my opinion and value judgment and probably few would agree.

No doubt everyone who reads the evaluations will be upset with their ratings. One of two reactions will be possible. They will dismiss them as nonimportant (which they may well be) and do nothing to improve themselves. Or, they will consider their merits on the basis of their own knowledge and experience (which is bound to be far greater than mine) and, perhaps, make some improvements or, hopefully, tell us why such and so cannot be done. The absolute effect may be small but any changes in attitude should show a marked improvement in the magazines themselves. I was probably a bit overly critical in my evaluations but if this prods some to greater efforts then it was worth it.

### Strategy and Tactics

Published by Simulations Publications, Inc.

44 East 23rd St. New York, New York 10010

Published Bimonthly.

Individual issues are \$4.00. Subscriptions are \$15.00 per year.

48 pages, covered, photo-offset, professionally printed and bound.

Each issue includes a complete ready-to-play game.

35 issues have been published and an inventory of more than

25 games is available.

Catalogue available on request.

James Dunnigan/Editor/Publisher; Redmond Simonsen/Art Director.

All of the above is subject to periodic change.

It may sound like I am picking on S&T in the following discussion and, in a sense, I am. But, you always, I think, expect more from number one; whether it is your first date, first car, or first child. So it is with S&T. Her size, her obvious abilities, and her importance make her well-being vital to all of us in the hobby. What criticisms that follow should not detract from the very obvious, but no less very real, fact that S&T has come along way and is constantly not only making improvements in her own publications but is setting new directions for the rest of us.

My criticisms are more philosophical than anything else based on my own interests and experiences. Still, I think they are valid and, in the long run, they may even be important.

S&T is a product of James Dunnigan, the editor and publisher, and Redmond Simonsen, the art director and coeditor, and a staff of supporting personalities. S&T has grown rapidly, too rapidly I suggest for its own good, by means of an extensive and intensive national advertising campaign. Large ads have appeared in magazines ranging from Psychology Today to Naval Institute Proceedings and in newspapers from the New York Times to the Los Angeles Times. The figures, as supplied by S&T are impressive by amateur wargaming standards.

Sales are approaching \$1 million a year. They occupy an entire floor of a New York City high-rise office building. They have a staff of thirty or more, etc. etc. But, in context, sales are really not very great. Other gaming companies, such as RAC and RAND have yearly sales of over \$10 million and often as much as \$40 million, and staffs from a few hundred to over a thousand. They occupy entire buildings in different locations. And, no doubt when compared with the big companies such as Parker Brothers, Milton Bradley, etc. S&T's sales are still small. More interesting would be comparative figures for S&T with 3M's Bookshelf Games or Psychology Today's games. But, by our previous standards S&T is a large operation.

Most of this growth has come in the past two or three years and when inflationary increases and promotional considerations are toosed out it may be that the real growth rate has not been as high as suggested by S&T. Still, one thing is very clear. In spite of its size, or perhaps because of it, S&T is Dunnigan and Simonsen. The one's ability as a game designer and the other's ability to make the game physically attractive has made for a remarkably successful team. So successful one wonders what would happen if they should split or one, or the other, or both, should walk out the door and not come back. S&T, I suspect, would fold. It might take some time but it would happen. This is S&T's major weakness, I suspect; a lack of depth in their organization. Without the driving force and creative talents of these two S&T would collapse.

A second area of weakness is in its financial structure. SPI, parent of S&T, has tried to expand too fast and as a consequence has gotten into a financial bind I suspect. It has increased production of games and magazines faster than the market can bear (pardon the pun). It has already had to cut its programmed schedule back to a more realistic level in the number of games it designs, manufactures, and markets. When you depend on college students for your chief support you can't reasonably expect them to shell out for a magazine subscription and additional games on a monthly or bimonthly basis; especially with competition from other zines.

I don't know, naturally, but I suspect, that S&T is using its current income from subscriptions, sales, etc. to finance new projects as well as day-to-day operations. Instead of working from a reserve fund and making projects pay for themselves as they go along, they go ahead and produce a game and then hope it will pay for itself through sales. In conjunction with that, naturally, the four to six week delay between receipt of orders (and deposit of checks) and shipment of ordered goods provides them with a considerable amount of money on an interest-free loan basis.

I am not saying S&T is on the verge of financial collapse, I give Dunnigan and Redmond more credit than that, but I am saying that a company that supports 30 or more employees (whether they are all paid or not is another matter), with 30,000 feet of office space in New York, their own computer, and an advertising budget which must be very high, and with sales of less than \$1 million, should not be tackling all the projects SPI is if those projects have to succeed to pay for all the overhead. Naturally, I am not privy to SPI's internal affairs, but my thoughts are based on what they say about themselves, what others in the hobby say about them, and my own observations and experiences.

Perhaps I am too conservative but I fear that if SPI continues to undertake new projects with increasing costs to subscribers and purchasers of games it will soon price itself out of its main market.

For instance, I have no subscription to S&T for the simple reason that I'm not sure I would get my subscription under the terms that they advertise. I am 90% sure I would not get it on time. Six weeks ago, or more, I ordered some designing materials from them, nothing elaborate, and those materials still are not here; although the check cleared the bank more than a month ago. This is a small matter but it is the kind of annoyance which hurts any operation, especially one depending on mail orders for its business. I'm in no particular hurry for those materials but imagine some kid who has worked for a month to save the money to buy himself a copy of some S&T game, and then waits, and waits, and waits.

Most of what I have had to say critically about S&T has had to do with its logistical supports. This, because frankly I am not equipped to judge the intricacies of its products. In general I've been pleased with S&T's games, the articles, and what not. They appear to be well-designed, well-made, and interesting.

But, to give S&T the financial foundation it needs to have staying power I would like to see them concentrate more effort on quality of effort rather than quantity of output. I would like to see some financial restraint in undertaking new projects. I would like to see some efforts made to institutionalize some of the Dunnigan/Simonsen talents. S&T has a great future ahead of it but it **doesn't** have to set records every day.

### Panzerfaust

Published by Don Lowry.

Box C, Belfast, Maine, 04915

Published Bimonthly.

Individual issues are \$1.00. Subscriptions are \$5.00 per year.

48 pages, covered, photo-offset, professionally printed and bound.

52 issues have been published and an inventory of  
5-10 games is available.  
Catalogue available on request. Introduction to Wargaming  
handbook included with new subscriptions.  
Don Lowry/Publisher/Editor.

All of the above is subject to periodic change.

Don Lowry, having assumed control of Panzerfaust has  
made and is making an effort to up-grade the magazine. It  
is the only one of the three I subscribe to (or, again, I  
am trying to subscribe to; response here has also been slow).  
It's the only one in which I've taken out an ad for my own  
magazine; mostly as an experiment.

Panzerfaust is a sort of miniature S&T but is, unlike  
S&T, strictly a one-man show. Lowry does it himself  
although the typing and printing may be done by others.  
This gives the magazine a sense of unity and singleness of  
direction that some find helpful. In fact, I suspect such  
things as Lowry's Introduction to Wargaming are found to be  
very helpful by many new to the hobby.

I understand that the format of Panzerfaust is about  
to change so any detailed remarks may be out-of-date before  
they reach you. Lowry is also developing a line of improved  
games for marketing in his magazine.

Certainly I think Panzerfaust is worth a \$5 subscription  
if just to keep up with Lowry's perspective on what is going  
on.

### Conflict

Published by Simulations Design Corporation.  
3603 Curlew St., San Diego, California, 92103  
Published Bimonthly.  
Individual issues are \$2.50. Subscriptions are \$8.50 per year.  
48 pages, covered, photo-offset, professionally printed  
and bound.  
5 issues published and an inventory of 2-3 games is  
available.  
Dana Lombardy/Managing Editor/T. P. Schweider/Research Director

All of the above is subject to periodic change.

Conflict represents something of a hybrid between S&T  
and Panzerfaust. Its subscription list is about the same as  
Panzerfaust but its format is more like S&T.



Conflict, after severe birthpains, appears to be back on schedule. If---and it is a big if, it can maintain the high quality of graphics it demonstrated in issues 3 and 4, January 20, 1973, it will soon surpass S&T in that area. It is probably the most professionally appearing, or visually pleasing, of any of the major magazines based on those two issues.

Conflict is also rushing to develop a line of boxed games similar to S&T and Avalon Hill. The first one, Dunkergue 1940 is available now and a second, Sinai, is about ready.

With a circulation approaching 2,000 as compared with S&T's 20,000 or more and Panzerfaust's 1,600, Conflict in time will become a viable alternative to S&T, something which can only benefit amateur wargaming as a whole provided both can survive. Conflict has one advantage that S&T didn't have. Its publishers can learn from S&T's past experiences, both good and bad. But, given enough time, no doubt they will have their own to draw on.

### In Summary

Magazines of the caliber of S&T and Conflict will, before the year is out cost a minimum of \$3.00; S&T is getting \$4.00 an issue because of the games included in each issue; Conflict is now \$2.50 per copy, which may or may not include a game.

Games, in the boxed variety, will be at \$10.00 before the end of the year. The costs of designing, manufacturing, promotion, distribution, etc. are such that a lesser price is no longer realistic, unless quality is curtailed.

These financial facts, combined with the always precarious positions of operations such as SPI or SDC, suggests we are do for some belt-tightening in our professional amateur wargaming magazines.

This need not be a painful experience. Indeed, if we use the time to benefit from what we already have and cease searching for constantly more exotic and esoteric delights to satisfy our intellectual whims, we and the hobby may be much better off in the long run.

Assuming somekind of realistic relationships between costs and income, growth and development, and amateur support can be determined and maintained we are in for some good times. In the meantime, perhaps we should sponsor RAND or RAC to do a study of amateur wargaming.

## MY FAVORITE DIPLOMACY MAGAZINES

By Larry Peery

This article is of the kind that can only get the author into trouble because, no matter how hard he tries to be fair and objective, somebody is going to have their feelings hurt. However, let it be noted that this article makes no claim to being fair or objective, it is solely a piece of gut emotion. I am not attempting to rank the best Diplomacy magazines. I am attempting to discuss some of my all-time favorite Diplomacy magazines.

My personal archives now include some thousands of issues of hundreds of different Diplomacy magazines, both regular and variant, dating from even before the early months of 1966 when I started playing postal Diplomacy. I have just spent several days going through my archives, sorting out, refiling, recataloguing, etc. my collection in preparation for having a good part of it bound. While going through many old issues, some not read in four or five years, I decided to make some notes on different ones. This article is the refinement of those notes into publishable form.

I have made no effort to rank my favorite magazines; that would be impossible. Nor have I differentiated between magazines I received as a player and those I received as a trading partner or subscriber. My sole criterion for inclusion in the list of possibilities was that I have a good representative sampling of the magazine.

Each magazine was evaluated on the basis of its own merits. Some magazines were judged more for their content than their format, some for their dependability rather than their literary brilliance, and some just appealed to my sense of humor. Some of the magazines I have included have glaring faults but why should that stop them from being a favorite of mine? Nobody is perfect and no magazine is perfect either.

So, on with the menu.

ADAG: A Droite A Gauche published by Hal Naus, 1011 Barrett, Chula Vista, California, 92011 is, in some respects a sister magazine of XENOGOGIC. Both began about the same time. Both have a record of consistency unduplicated in San Diego. ADAG has only one specialty; well run Diplomacy games with a minimum of frills but consistency in high-quality players.

ADAG makes no pretensions about intellectual snobbery or esoteric literati. ADAG sticks to fundamentals. Many players, including many of the best in Diplomacy, value this. Hal Naus has probably taken more abandoned games into ADAG than any other Diplomacy publisher and gamesmaster. In fact, he has probably completed more abandoned games than he has his own and more games from orphaned sources than most gamesmasters from their own. I played my first game, won my first game, and probably lost my first game in ADAG. Some of my best moves, and some of my worst, were made in those blurry dittoed pages. Some of the 1966 games with players like Birsan, Turner, Walker, and myself, among others, will always be Diplomacy classics; some for moves but more often for the press releases. A final note about Hal: he's probably the only person in Diplomacy who can give you a blow-by-blow account of every Diplomacy game he has ever played in, gamesmastered, or kept records on. When it comes to Diplomacy he has almost a photographic memory, with built in analysis and commentary. He can also probably tell you more about your Diplomacy games than you know yourself. In my opinion he ranks as one of the top all-time top board Diplomacy players which is, I think, why ADAG is one of my favorite Diplomacy gamezines. No feuds, just solid Diplomacy.

ARMADILLO: One of my favorite step-children, ARMADILLO is published, more or less, by Steve Cooper, also known as The Coop, and Washington D.C.'s anarchist in residence. Almost from the beginning I was convinced that Steve had the ability to produce a top-quality Diplomacy magazine in, I hoped, the same vein as the old INTERNATIONAL ENQUIRER, if he would only use it. So, by letter, by prods in my zines, and in a month-to-month face-to-face confrontation (the confrontation was between the Pentagon and me but that's also another story), I badgered him into starting a magazine. And, lo and behold, he did. Delays aside (hell, most artistic geniuses are always late in publishing and, traditionally humorous magazines are always late) ARMADILLO ranks as one of Diplomacy's top two or three humorous efforts. ARMADILLO I think has a philosophy of humor, as did INTERNATIONAL ENQUIRER, which is what makes it unique. Other magazines contain humor, some are humorous, but ARMADILLO used it, revolved around it, inspired it, etc. Playing a game in it would drive me crazy but, when it comes to humor, to looking at life through a warped mirror, to wondering about a dog named Whimpy, and still being able to smile, ARMADILLO has it. ARMADILLO is published by Steve Cooper, from somewhere in Washington, D.C. but only on Alternate Friday the 13ths when there is a full moon.

ARMAGGEDONIA: Defunct for several years, ARMAGGEDONIA was one of the very few multi-publisher Diplomacy magazines to be a success. ARMAGGEDONIA is something like or was something like you would imagine the Bible to be like if written by

Charles DeGaulle in the first person. Three people made ARMAGGEDONIA what it was: Brian Bailey, now an Episcopalian priest in New Guinea; Charles Turner, now a post-post-post graduate somewhere in Chicago; and Jim Dygert, now a professional lawn-weed-cultivator in the Houston Astrodome. All were then students at Cal Berkeley. Superb intelligence, superior humor, and technical expertise were the mainstays of ARMAGGEDONIA. On one occasion Dygert, in a not unusual fit of rage threw the means of production, a spirit duplicator, out of a window (closed, I assume). Whereupon Bailey went out and bought a new one so the magazine would be on schedule. Naturally, Turner brilliantly tried to put the demolished one back together but its inferior quality was deemed unworthy for ARMAGGEDONIA's high quality and it was packed off to John Boardman for use in GRAUSTARK; where it continues to get good use. On another occasion Turner, always a perfectionist, had 24 sheets of ARMAGGEDONIA laid out for over-night drying before running the reverse side (the mysterious explanation behind ARMAGGEDONIA's superior printing quality---contrary to Steve Cooper who insisted it was done by using Old Granddad instead of regular ditto fluid), when someone (a younger sister some believe, others insist it was the Turner's 24 pound white rabbit) bounded through the room, leaving the patio door open, with disastrous results. Each sheet was lovingly gathered after the debacle and hand-dried with an electric iron (as only Carol Buchanan can describe). The chief delight of ARMAGGEDONIA, as it is with most of my favorite zines, were the quality press releases; days of thought, hours of typing, and numerous long-distance telephone calls went into continuing efforts to plot the latest and best press release which would, all believed, top all others. Press releases written in ARMAGGEDONIA were rebutted in GRAUSTARK, attacked in EREHWON, plagiarized in XENOCOGIC, criticized in ADAG, etc.

BROBDINGNAG: When published by John McCallum, BROBDINGNAG served a function something akin to a New York Times, Barron's Congressional Record, and TV Guide all rolled into one. Whatever was going on in Diplomacy was there, along with a multitude of thoughts about it from a variety of sources. Although isolated in the hitherlands of Canada, everyone in postal Diplomacy felt close to John McCallum. John was the gentleman in Diplomacy and never had a bad word to say about anybody. That was what made his magazine so superior, and he Diplomacy first true diplomat. BROBDINGNAG, the rating discussions, the debates on rule interpretations, the letters and the letters, were first-rate and stand the test of time far better than most magazines.

EREWON: Published by Rod Walker and moving from San Diego to Nebraska, to Illinois (or was it Indiana??), to Turkey, and back home, EREHWON was and is in a class by itself. Probably no other Diplomacy publisher has had the gift of satire, the piercing wit, and the command of the English language that Rod Walker had. Through all of his trips EREHWON kept coming and coming and coming. Pages, reams, tons of multi-colored paper flowed from Walker's ditto machine.

Keeper of statistics, creator of feuds immemorial, etc. etc. Rod Walker made EREHWON an establishment that dominated postal Diplomacy for at least two years. A flood of games, barrages of press releases about the Empress Lucrezia and her cohorts, and news, news, news. In a hobby filled with people with big mouths and barbed tongues, Rod's was the biggest of all. A scorpion with two legs and yet irresistible; he was probably more responsible for Diplomacy's boom in the late 1960s than anyone else. Damned by some, lauded by many more, EREHWON was the Diplomacy magazine and Rod Walker the Diplomacy publisher.

HOOSIER ARCHIVES: In many ways HOOSIER ARCHIVES is the replacement to BROBDINGNAG and EREHWON. Since everyone who plays Diplomacy is familiar with it I need make no comments except to point out, as some may not know, that the spice of life behind HOOSIER ARCHIVES is Carol Buchanan. HOOSIER ARCHIVES is published by Walt Buchanan, R.R. 3, Lebanon, Indiana, 46052.

IMPASSABLE: In a little more than a year IMPASSABLE has become a major force in postal Diplomacy under the editorship of John Boyer, 117 Garland, Carlisle, Pa. 17013. In fact, if IMPASSABLE continues to develop as it has in the past it may become the most important Diplomacy published in the United States. One wonders what John will do with IMPASSABLE when he is no longer responsible for the DIPLOMACY REVIEW. John's combination of games, news and information, dozens of puzzles (that's right, puzzles!!), and an attempt to revive the art of writing press releases in a consistently high quality format make IMPASSABLE among the best of all Diplomacy magazines now being published. And, assuming John gets to read this, I have a puzzle, or riddle, or whatever for him.

#### JOHN BOYER CENTERFOLD RIDDLE

- 1) In a typical American conservative city all the streets going north to south are named for past American presidents.
- 2) In that same American city all the streets going from east to west are named for the 50 states in the United States.
- 3) At what intersection would a famous American actress most likely be living if she lived in this city?

Anyone wishing the correct answer may send a stamped, self-addressed postcard with the words JOHN BOYER CENTERFOLD RIDDLE on it, to Larry Peery, Box 8416, San Diego, California, 92102. Those giving the correct answer will win a free copy of WHO'S WHO IN POSTAL DIPLOMACY. The correct answer will also appear in the next issue of this magazine.

INTERNATIONAL ENQUIRER: has not been published in years but during its brief moment of glory it was regarded as Diplomacy's primary example of yellow journalism or, if you accept the conservative interpretation, it was published by a syndicate controlled by the Chiquita Banana Works in Cali, Columbia. Frank Musbach and Cliff Olilla published this bit of hybrid Diplomacy and ponography.

With a cartoon strip called the Whistling Rapist what else could you expect. INTERNATIONAL ENQUIRER also, I believe holds the record for the longest first year of any postal Diplomacy game. In one game it took over two years to complete the 1901 moves. Perhaps no other Diplomacy magazine had the sense for fun that INTERNATIONAL ENQUIRER had; which is too bad.

LIESNARD AND COMPANY: For reasons that even I do not understand I consider the postal Diplomacy magazines published by Michel Liesnard, Ave. Evariste de Meersman, 43, Berchem-Ste.-Agathe, B-1080, Bruxelles, Belgique, to be among the best now being published anywhere. I suppose it is because I am a cat loather, ney, a cat hater, and I stand with Snoopy as the last opponent to the feline invasion of my hobby. Obviously the effort to bring cats into Diplomacy is an attempt to turn us into one big cat house complex spreading from California to the wilds of Europe. Besides, this is the most painless form of French I've found to keep me in practice.

STAB-VALHALLA: John Koning, one of the great Diplomacy players, was also a major Diplomacy publisher for quite a few years. In their own way the press releases in STAB reached heights and depths never equalled by other publishers. The great Orange, Blueberry, and Blaeberry Debate; the debate on the quality of mens' restrooms in National City, California; and a series of stunning press releases from me made it a great magazine in my opinion. STAB, or was it VALHALLA, holds the record for the longest press release ever written: from the Philippines to California. It was mine. In fact of all the old magazines this is the one that brings back the most memories and gives me the most pleasure in reading it. And, another thing, STAB's living proof that you don't have to be a perfect gamesmaster to publish an excellent magazine. The goofs were often the best moves made in some of those games.

It is perhaps worth noting that of my ten listings only 4 or 4½ are still being published. One never knows with an armadillo. Also, there were a few magazines I wanted to include but I forced myself to limit my list to ten publishers. So, for honorable mention:

1. LONELY MOUNTAIN: Was published by Charles Wells.
2. DIPLOMANIA, GAMESLETTER: Was and is published by Don Miller.
3. ANTARES and POLLUTEDAIR: Are published by Burt Labelle.
4. COSTAGUANA: Is published by Conrad von Metzke.
5. GRAUSTARK: Is published, I assume, by Eric Blake.

## ON EVALUATION OF GAMING PARTICIPANTS

One of the most important areas for study in gaming and simulations research is in the evaluation of gaming participants.

Gaming participants include two major groups, those who direct, or control, or run the game or simulation and those who participate in the games and simulations as players, subjects, etc.

One area where a good deal of material for the study of these groups is available is in postal Diplomacy. For almost ten years postal Diplomacy games have been **conducted** both in the United States and other countries. Hundreds of games have been completed and in many cases extensive records on those games is available for study.

Although little real research has been done in the motivations and behavior of Diplomacy players during these games extensive studies have been done of the end results of these games. Most of the studies of the results of these games, and player evaluation makes up the major portion of them, have been incorporated into different rating systems.

One of the leading authorities on rating systems and player evaluations is Doug Beyerlein. We are pleased to present two articles by him on this subject. Following his articles is a discussion of the Peeripoll, a different method of evaluating participant performance.

A SHORT GUIDE TO RATING SYSTEMS

By Doug Beyerlein

The subject of rating systems seems to always be in turmoil. One person advocates one favorite system and then others believe that they must defend their choice of the best system. To the casual observer all of this hardly makes sense and the observer builds up a mistrust of such creations as rating systems for the game of Diplomacy. Therefore to counteract this trend and spread a little knowledge to interested but confused onlookers I have written the following short guide to rating systems.

Postal Diplomacy was first organized in 1963. However, it was not until 1966 that the first rating system was devised. Invented by Charles Reinsel, the Big Brother Rating System was archaic, but simple. Seven points were given for a win, two points for a strong second, and one point for the other survivors.

Other systems came and went, but no real advances came until John McCallum began to discuss the subject of rating systems in his zine, Brobdingnag. He first invented the BROB Rating System which is the oldest system in use today. It is based on the idea that in a game a player should get one point for every player he beats and should lose one point for each player who beats him, with zero points exchanged for draws. Therefore a win (which would mean beating six other players) is worth six points. This scale goes down to -6 points for the first player eliminated (he was beat by six other players). A few years after its invention McCallum modified the rating system by changing it from a totalizing system to an averaging system with a correction factor for players who have only completed a few games.

In 1968 Allan Calhamer, the inventor of the game of Diplomacy, stuck his head into the fray with a letter to John McCallum. In the letter he suggested a rating system which Calhamer then made into the Calhamer Point Count List (CPCL). Only win and draws are considered, with draws a proportion of the one point given for a win. Points are then summed to make the system a totalizing rating system.

Next, in January of 1972, McCallum after studying the chess rating system used by the USCF invented the ODD Rating System. This, like BROB, is a zero-sum system but only wins and draws are used for plus points. Negative points are given equally to all losers subject to a player correction factor. There is also a timing factor where the more current the finish the more it is worth in relation to past finishes.

In the last year we have seen the Numenor and Antares systems come and go. Now the newest thing on the market is the Len Lakofka's Rogues' Gallery Rating System. It is a subjective system on the mold of Numenor and Antares, but has a unique factor to handle replacement players.

Diplomacy rating systems can be divided into two basic categories. Objective rating systems are ones that are based on some strict mathematical formula derived by their inventors. The formulae are usually quite simple in concept, but precise. This type of rating system has a longer life and generally more appeal than the subjective or arbitrary systems. Examples of the objective rating system are BROB, CPCL, and ODD. They have all been in use longer than the one current subjective system.

Subjective rating systems (also known as arbitrary rating systems) are generally easy to invent and quick to die. They involve the inventor arbitrarily assigning points to certain finishes. Only one subjective system is currently on the market. This is the Rogues' Gallery Rating System. Two subjective systems that have recently been dropped are Antares and Numenor.

Each rating system has some gimmick which makes that system unique. Below, I have briefly described the unique feature or gimmick of each of the four current systems.

(1) BROB---This is a zero-sum system (i.e. one player gains points at another's expense) and favors strong finishes (e.g. 2nd place is worth 67% of a win). The current compiler is Jeff Power and the listings are published in Hoosier Archives.



(2) CPCL---This system is of the Calhamer School of Thought (commonly called the win-only philosophy). Only wins and draws are credited to a player's record with no negative points assigned. This is the only system where the points have direct physical significance (e.g. a score of 5.000 means five wins or four wins and two two-way draws). The current compiler is Walt Buchanan and the listings are published in Hoosier Archives. Also, Buchanan periodically lists the CPCL by country to show certain players do win with individual countries.

(3) ODD---This is another Calhamerian type rating system. Its unique features are a player compensating factor and a time-averaging factor. In this author's opinion this is the best system yet devised. Doug Beyerlein is now ODD's current keeper and the listings are published in Washington Reports.

(4) Rogues' Gallery---This is the newest of the subjective systems. It uses a very complicated technique to compute scores and its major gimmick is a replacement player averaging factor. RG is compiled by Len Lakofka and is published in Liaisons Dangereuses.

Believe it or not, that is just a short run down on the subject of rating systems. A more detailed discussion may be found in any of the above magazines which carry listings plus such others as Antares, The Arena, The Silmarilli, and others.

In summary I should note that each rating system directly reflects the philosophy of play of its inventor and the people who support it. Knowing this one may better understand the function of rating system in Postal Diplomacy, how they influence play, and why they create so much discussion. This is just one more aspect of the game of Diplomacy.

## THE ART OF DIPLOMACY RATING SYSTEMS

By Doug Beyerlein

Diplomacy is a strangely unique game. Seven players, all independent, vie to control Europe and win the game. Yet to do so each must rely upon and aid the others at one or another stage of the game. Thus, any one player, no matter how good, can be struck down by the others. This single fact makes the game's title the one most important factor and makes the idea of rating the play of the game such a confusing bag of tricks.

Ideally there would be no problem if we were to only rate the winner and forget about the other six players. And for one rating system (Calhamer Point Count Listing) this is done. However, for many people this extreme simplification leaves out too many of the variables that influence the eventual outcome of the game. This has led to many different rating systems and a continually running debate on which rating system best represents the true goals of the game of Diplomacy.

This whole subject would be a moot point except that Diplomacy went postal in 1962 and 1963. By 1966 enough games had finished so that there was room to ask: "Who is the best player?" Many different schemes were invented with varying degrees of success.

In the autumn of 1966 John McCallum used his expertise to invent the BROB Rating System. Two years later, acting on some suggestions by Allan Calhamer (the inventor of Diplomacy) McCallum produced the Calhamer Point Count Listing. Then in January of 1972 John publicly disclosed the ODD (Organization de Diplomatie) Rating System. Since that time John McCallum has left the hobby, but the proof of his genius lives on in the fact that all three of his creations continue in the hands of others. In fact John McCallum so dominated the subject of rating systems in his journals and by his creations that he is generally regarded as the father of Diplomacy rating systems.

Although as much as John McCallum did for the subject of rating systems there is one philosophical argument that has yet to be resolved. The argument is a significant one as it divides the leaders and top players of the Postal Diplomacy community and greatly influences the style of play.

What it all boils down to is that there is one group of players which believes that if one cannot win or draw a game then the game is lost---a second or third place finish means nothing. Another group feels that there is nothing wrong with finishing in second or third and in some cases these finishes are preferred to a draw. Briefly I will outline the positions of each group.

The win-only group sees no merit in finishing in second or third place and therefore does not think that these finishes should be rewarded by a rating system. Players will not be encouraged to go for a secondary finish, but to be rewarded must either go for the win or stalemate the top player for a draw. Any other finish is a loss. This concept promotes more interesting and challenging games as each player must use balance of power politics to that player's best interests. According to a recent survey by Edi Birsan the win-only philosophy only encompasses about one-third of the Postal Diplomacy public. However, it includes a good share of the better players plus such others as John McCallum, Allan Calhamer, and this writer.

On the other side of the coin is the strong-second group. These people believe that a second or third place finish is far better than elimination and therefore should be rated higher. Also, a second place finish under certain circumstances

with, say, 13 or so units (a win takes 18 units' may be preferable to a five-way draw or worst with maybe six or less units. This group comprises about two-thirds of the Postal Diplomacy community and a number of the top players.

To further complicate this debate is the fact that of the four rating systems in current use two follow the win-only philosophy. The other two rating systems push the strong-second line of thought.

Even when this one conflict is resolved there are others. The debates of summing scores versus averaging, scoring replacement players, and the definition of an irregular game will continue to arise even if all else is in agreement.

What I have presented is just a small part of the whole rating systems scheme. There are many details and the other factors that I have purposely ignored for this presentation. Also I have not discussed Diplomacy player polls--an allied art. This is because I wish to present the overall picture of Diplomacy rating systems.

For the individual who is interested in more details there are a number of Postal Diplomacy journals that comment on the ratings scene. A few are listed below.

HOOSIER ARCHIVES (Walt Buchanan, R.R. #3, Lebanon, Indiana, 46052) publishes the Calhauer Point Count Listing and the BROB Rating List.

LIAISONS DANGEREUSES (Len Lakofka, 644 W. Briar Place, Chicago, Illinois 60657) publishes the Rogues' Gallery Rating List.

WASHINGTON REPORTS (Doug Beyerlein, 3934 S.W. Southern, Seattle, Washington 98136) publishes the Organisation de Diplomatie Rating List.

A sample of any of these journals may be obtained by writing to the particular editor and including a stamped, self-addressed envelope.

By understanding better how competition in a multi-player simulation game performs under a variety of conditions we can then optimize the results to make for the most interesting and challenging contest. This is the goal of rating systems as it is their job to judge player performance. With such a goal in mind it is easy to see that the game of Diplomacy provides a unique challenge to the player---and rating designer.

## THE PEERIPOLL

By Larry Peery

In late 1967 I undertook, as part of the explosion in rating discussions at that time, to develop a system based on a different formula than those used in the previously discussed system.

The Peeripoll had nothing to do with the number of games a player might have been in. Nor did it take into direct consideration whether he won, tied, or lost in those games. What was important was the impression he had made on the gamesmasters of those games and the other players who had participated in them with him.

They, the gamesmasters and players, were asked to evaluate each player in nine different areas:

- 1) Tactical Offensive Ability,
- 2) Defensive Tactical Ability,
- 3) Over-all Tactical Ability,
- 4) Strategic Ability,
- 5) Communicatability,
- 6) Reliability,
- 7) Integrity,
- 8) Value As An Ally, and
- 9) Strength As An Opponent.

Very broad definitions of each term were given to the evaluators so as to allow for maximum flexibility in their responses.

In each category each subject was evaluated on a scale from one to five points. The scale was interpreted as follows:

- 1) Poor,
- 2) Fair,
- 3) Good,
- 4) Superior, and
- 5) Outstanding.

For each subject, in each of the nine categories, the lowest and highest ranking were disregarded. The remaining ratings were averaged to find a composite. High ratings and low ratings, as well as composite ratings, were also determined for all nine categories as a unit. A typical player chart would look like this:

1) 3, 5, 4.2	2) 3, 5, 4.0	HR	37
3) 3, 5, 4.0	4) 3, 5, 4.0	LR	27
5) 3, 5, 4.7	6) 2, 5, 3.5	CR	34
7) 2, 4, 3.0	8) 3, 4, 3.7		
9) 3, 5, 4.0			

Provided sufficient evaluations could be obtained (and a minimum of five were used for each subject) and provided that the evaluators were objective in their ratings (which, in most cases proved to be true) it was believed a fairly good over-all evaluation of each player's performance could be obtained.

The results were compiled in a final listing of all those evaluated in the Peeripoll. Almost six years later the results of that Poll still seem valid for the period that was studied. For historical interest the results were:

40 (4.4 average in each category)	) Jerry Pournelle
38 (4.2	) John Koning
	John Smythe
37 (4.1	) John McCallum
36 (4.0	) Monte Zelazny
35 (3.9	) Dave Francis
	Don Miller
	Charles Wells
34 (3.8	) Tom Griffin
	Derek Nelson
	Larry Peery
	Charles Turner
	Rod Walker
	Robert Ward

I don't think those results are very far out of line with those obtained from the other systems dating from the same period.

Also, the Peeripoll was repeated in 1972 with the help of Burt Labelle and Antares. For a discussion of that effort see Antares No. 4, October 1972. In the second Peeripoll the top players were:

44	Edi Birsan
43	Doug Beyerlein
42	John Smythe
41	Randy Bytwerk
39	Walt Buchanan
38	Rick Brooks
	John McCallum
	Brenton Ver Ploeg
36	Armie Vagts
	Rod Walker
35	Larry Blandin
	Lew Pulsipher
34	Jeff Key
	Lenard Lakofka
	Conrad von Metzke
33	Andy Phillips
	Larry Peery

Note: In the second Peeripoll another category was added, Human Manipulation. In addition, a "0" rating was added for "bad" players. This tended to raise the average ratings.

The differences between the two Peeripolls are generally a reflection of the growth and changes within the hobby, and the differences in the magazines which distributed the survey form.

Only four names appear on both lists: Smythe, McCallum, Peery, and Walker. Eight of the names on the first list were no longer active when the second Peeripoll was conducted. Eight or nine of the names on the second Peeripoll were not active when the first list was compiled.

The basic value of a system such as the Peeripoll is that it gives those conducting the evaluation, the gamesmaster and other players, a chance to evaluate the players performance in all of its varying and diverse aspects. Rather than simply analyzing whether a player has won a game, drawn it, been eliminated or what-have-you this method considers the manner in which the player performs. If such systems as the ODD Rating System, or CPCL measures the total performance of a player than the Peeripoll method breaks down and analyzes the various ingredients which go into making that final victory a reality.

## CONCLUSION

From the above three articles it seems reasonable to conclude that while a good deal of attention has been paid to measuring, quantitatively, the performance of participants in Diplomacy games as indicated by their win-tie-lose record in various games, very little substantive work has been done to study the reasons behind, and causes of, their victories and losses.

One study which, hopefully, will shed some light on these behind-the-scenes-but-still-important areas, is the Shrink's Series which is a study of 21 Diplomacy games as analyzed through the correspondence of the participants and their answers to various psychological surveys and other questionnaires.

The study, already in its second year, should be completed sometime later this year. A report will follow its completion.

## YOUR AMERICA AND MINE

Laura Kemp Anderson

Today we are urged by newspapers and magazines, television and radio, to be true to American ideals, to be true to democratic principles, to be good Americans. We read many articles calling upon the people of America to awaken and appreciate the blessing which is theirs---Americans living in America, the "land of the free and the home of the brave." In the next line the writer makes a scathing attack upon the president and government; or in the next breath the speaker berates the president and government. Do you think this kind of communication inclines our citizens toward a feeling of PEACE ON EARTH, GOOD WILL AMONG MEN?

We do not mean to say that the President---past, present, or future---has not or will not make mistakes. Nor are we inferring that any political party is infallible. But we are saying that at a time when the world is experiencing chaos on every hand; when men have forgotten that all have been created by one God (and God is no respecter of race, color, or creed); when greed for power at any price seems rampant---then it is time for true Americans to consider what Americanism means and by what right we can say, "your America and mine."

Our constitution is based on consideration for our fellow man, granting to all the freedom which we ask for ourselves. This means being free to express ourselves in our choice of religion and politics and work; it does not mean license, which is the abuse of freedom. It means treating others as you wish them to treat you, or putting into practice the Golden Rule which Jesus taught two thousand years ago.

There are those who scoff at this suggestion. But have you ever tried treating others as you wish to be treated? Have you ever thought of trying to see the other fellow's point of view? Have you ever stopped to consider that destructive criticism is the breeding place of discontent and the undermining of the **high ideals** our forefathers fought for?

When we see the results of totalitarian rule, can we still be blind to the advantages and privileges which are ours as citizens of these United States of America? Are we fostering in the next generation a disrespect for our government by speaking disrespectfully of our government officials, or promoting hatred for other races and nations by the conversation in our homes? It is primarily in the home that true Americans are formed, reared, and educated. What the child hears and sees in the home---and later in the classroom---colors all his thinking and acting. Parents and teachers have a great responsibility. We should not allow speakers and writers who are paid by one faction or the other---or perhaps by another nation---to so influence our thinking and acting that we set the stage for communism or any other ism, except Americanism, in our homes and schools.

Good will to all nations! But your America and mine needs us as never before to stand together for all that is fine and noble, to hold fast to that which we know is true of our own great heritage---life, liberty, and justice for all. Think of the blessing of living in a land where we have the right to vote as we wish; where we have the privilege of expressing an opinion on any civic, national, or international question freely. Do not abuse this privilege, but use it to bring about a friendly feeling among men. Remember that all men are brothers regardless of color, race, or creed. This is true whether we like it or not. There is one God and Father of all.

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IN PREPARATION FOR THE NEXT ISSUE READ

To better prepare yourself for the next issue's discussion of RAND it may be helpful to you to have read, or reviewed, the following RAND publications:

- RM-2413 WAR GAMING METHODOLOGY (M. G. Weiner)
- P-4427 AN EXTENDED CONCEPT OF "MODEL" (E. S. Quade)
- P-1773 AN INTRODUCTION TO WAR GAMES (M. G. Weiner)
- P-1902 STRATEGIC GAMING (O. Helmer)
- P-1679-RC SOME OBSERVATIONS ON POLITICAL GAMING  
(H. Goldhamer and H. Speier)
- P-3535 POLITICAL-MILITARY SCENARIOS (H. A. DeWeerd)
- RM-3489-PR WAR GAMING (E. W. Paxson)
- P-4608 ON THE SCOPE OF GAMING (M. Shubik)
- P-4609 ON GAMING AND GAME THEORY (M. Shubik)

Many publications of RAND are available to the public. For further information contact: RAND Publications Department, 1700 Main St., Santa Monica, California, 90406



## BOOK REVIEWS

\*\*\*The Process of Model-Building In the Behavioral Sciences  
 Edited by Ralph M. Stogdill (New York: W. W. Norton, 1970)  
 181 pp., \$2.95.

This book is a collection of readings compiled from papers presented at a symposium on The Process of Model-Building in the Behavioral Sciences, on April 20 and 21, 1967, at the Ohio State University.

For the record the back cover says: "How does one analyze a set of real events in order to isolate and define the important variables that appear to be operating? Determine the structure of relationships between the variables? Represent the content and structure of a system of events in the form of a mathematical equation? The student of model-building seeks answers to many such questions that are not adequately dealt with in the existing literature. In this book, eight experts fill an important need by offering a range of approaches to model-building in the behavioral sciences.

"Representatives of fields ranging from psychology to industrial engineering, the authors shed light on both the functions of the model and the ways in which presuppositions governing its creation are formulated and discarded. They analyze the intellectual process of building a model and describe, within the context of the purposes to be served, the prerequisites for successful theorizing in this mode. As an example of the new educational avenues needed, an appendix includes sample problem sets developed for an experimental course in model-building.

"The papers in this collection reflect the contributors' common concern to improve the teaching methodology in those fields in which model-building is increasingly the primary focus of research. The insights they provide will be of crucial interest to students of model-building and those who instruct them in the preconditions for constructing workable models of behavior."

The eight papers included in this book are: Introduction: The Student and Model-Building by Ralph M. Stogdill; The Client and the Model by C. West Churchman; A Decade of Life with the Inter-Nation Simulation by Harold Guetzkow; Making Artists out of Pedants by James G. March; On the Art of Modeling by William T. Morris; Analysis of the System to be Modeled by W. Ross Ashby; What Are Mathematical Models of Behavior Models of? by R. Duncan Luce; A Summary of the Symposium: When Does a Model Represent Reality? by C. West Churchman. Appendix: Problems in Model-Building by James G. March.

I generally tend to dislike books which are collections of readings because they lack the substance to provide a meaty discussion of their subject. Even though it deals with

a fairly concise subject this book suffers from the weaknesses of all such books. The first three chapters of the book were of primary interest to me. Mr. Stogdill's attempt to bring the student and instructor together in something more than the usual pedagogical relationship is a useful one and he has some interesting thoughts for the lay reader. Mr. Churchman raises an interesting problem: "how can we develop a model which will assure us that a certain way of modeling a system and of selecting the decision-maker and client of the system and of using evidence in support of our recommendations are all optimal; or if not optimal, at least better than some other method?" Mr. Guetzkow's article which he calls an autobiographical essay, gives some interesting background information on the Inter-National Simulation which has been developed at Northwestern University over the past decade or so. The extensive footnotes provide a useful guide to further reading on the I-NS. The factors which shaped the development and evolution of the I-NS are discussed and a further idea of how the I-NS came to be what it is today. /lwp/

\*\*\*The C-5A Scandal by Berkeley Rice (Boston: Houghton Mifflin Company, 1971) 237 pp. \$5.95.

The subtitle of this book, "A \$5 Billion Boondoggle By the Military-Industrial Complex," provides the key theme for this book. The author is a professional journalist who has specialized in military-industrial affairs. The book should come as no surprise to those familiar with the TFX/F-111 scandal.. The plot is the same; only the cast of characters has changed somewhat. Perhaps someone will be inspired to do some gaming or simulation research in this area from reading this not-so-dramatic expose.

\*\*\*\*Think Tanks by Paul Dickson (New York: Ballantine Books, 1971) 397 pp. \$1.50.

For those who missed it in the hardback edition the paperback of Think Tanks is well worth acquiring. The chapter titles give some idea of the materials covered in Dickson's book: Introduction; The Research Empire; Think Tanks; The State of the Empire; Mother RAND...; And Two of Her Children; The Military-Industrial Complex; The Cerebral Supermarkets; Urban Think Tanks; Centers to All Sides; Prospecting the Future. Dickson does a good job of covering the wide variety of activities in this field, so much of which is devoted to gaming and simulation studies. In the article on RAC else where in this issue a portion of Dickson's comments on RAC are quoted. If you can overlook the barbed comments and loaded analysis the facts are worth digging for.

HALLS OF MONTEZUMA CLATTER WITH  
COMPUTER CHATTER

Picture If You Will

On a thirty mile stretch of coastline between La Jolla, California, just north of San Diego, and San Clemente, home of the western White House, is Camp Joseph Pendleton. The Camp, covering some dozens of square miles, is the home of one of the Marine Corps largest training facilities.

Off the coast some thousands of yards lies a fleet of naval landing and support vessels: LPHs and various other amphibious assault craft. Overhead fleets of Marine aircraft provide close air support as helicopters ferry Marines from the ships to their landing zones behind enemy lines. The enemy force, solidly entrenched above the beaches, returns the Marines fire with their own from armor and tracked ONTOS vehicles. Thousands of men, hundreds of vehicles, scores of aircraft are involved in this landing operation.

The only thing different about this exercise from dozens held in the past few years is that the entire operation is being conducted with the assistance of a computer simulator.

The United States Marine Corps, long an advocate of "realism" in wargaming has entered the modern gaming era with a bang. The Marines have often used wargames in their training programs, both at Quantico, Virginia, and Camp Pendleton, California, but these wargames, or tactical exercises, have tended to be heavy on the "blood and guts and gung ho," and light on "sophistication and brain power."

In the late 1960s and 1970s, the US Marine Corps Development and Education Command went looking for someone to develop a computer-based simulator for training junior staff officers. This was the beginning of TESE.

Now with this single project the Marines have equalled or surpassed the other services. PROJECT TESE marks the arrival of the Marine Corps in advanced gaming and the beginning of a new generation of computer simulations.

At MCDEC what was to become PROJECT TESE became the responsibility of Project Officer Lt. Colonel Loehe here in San Diego, working with Project Officer Major Mark Hehnen, Tactical Data Systems, MCDEC, Quantico, Virginia.

But TESE's real father is Dr. Mike Mikhail at the Naval Electronics Laboratory Center on Pt. Loma here in San Diego. Dr. Mikhail, whose early training was in Egypt and Britain, came to NELC after a tour with the Office of Emergency Preparedness and studies in civil defense methods.

PROJECT TESE involves a staff of approximately 18 people (the number varies from time to time and budget to budget) including some 6 or so Ph.D.s, some retired Marine Corps officers, and secretaries working on the Project. In addition certain support, such as computer studies, is provided by private firms in San Diego. By the time the five year effort is completed some \$4 to \$6 million will have been spent on PROJECT TESE.

So, what is PROJECT TESE? TESE stands for Tactical Exercise Simulator and Evaluator. She is part of a coordinated system of sophisticated computer-based simulator devices being developed by the Navy and Marine Corps for their use as training aids. Theoretically TESE will be compatible with systems now in use at the Naval War College. TESE will be used at the Marine Corps Amphibious School in Quantico, Va.

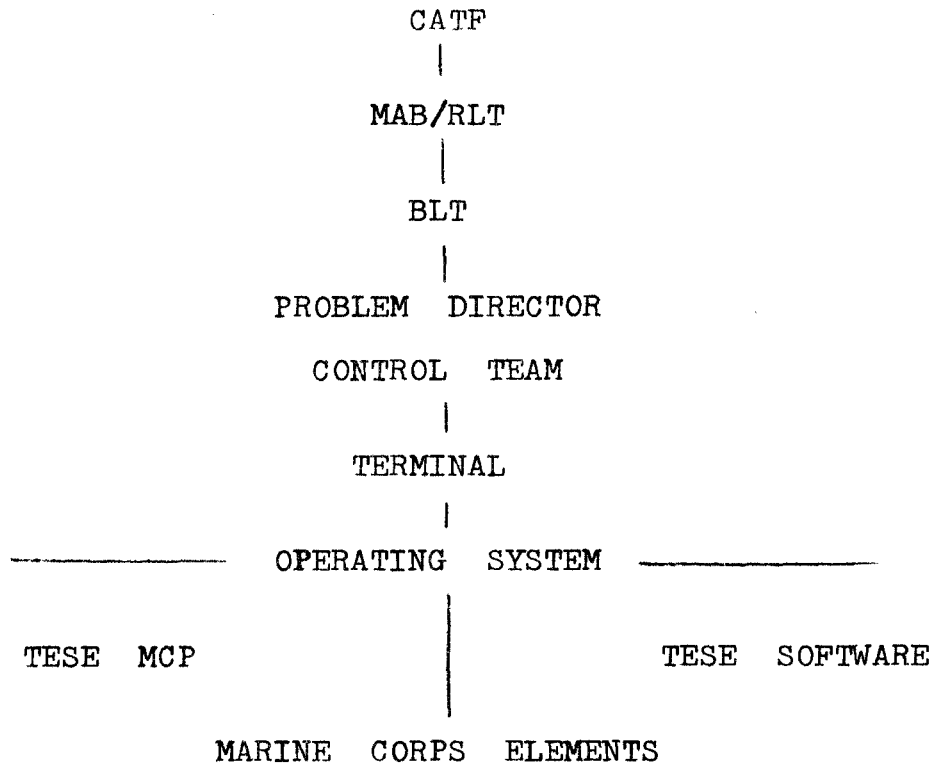
TESE's highlights include:

- 1) She is a two-sided free game.
- 2) No scenario is used.
- 3) She incorporates high degree fidelity and resolution.
- 4) The commanders have no direct access to the computer terminals. Umpires and controllers are used.

TESE will handle all aspects of Marine combat: ground combat, tactical forces from platoon through brigade size; tactical nuclear weapons; airstrikes and airsupport; air transport and air assault; coastal amphibious assault; as well as details of terrain and setting.

The computer's resolution of the combat will depend on the level being portrayed. For instance, at platoon level individual casualties may be of importance. Should a 105 mm. shell land in the midst of an emplaced platoon the computer will determine how many casualties occurred, what the nature of those casualties were, and how they affect the platoon's fighting ability. For an example, the computer might determine two members of the platoon had been injured, one in the head and one in the right arm. The Marine with the injury in his head can still fire a weapon but the one with the injury in his right arm no longer can. The combat effectiveness of the platoon is thereby reduced.

## GENERALIZED TESE STRUCTURE



This general introduction to TESE will be supplemented by a detailed briefing by Dr. Mikhail at the GSDGSC here in August. Details, as noted, will be published in the Proceedings. With the permission of the Marine Corps we will be following the development of TESE as she takes final shape.

DO YOU LIKE TO DESIGN GAMES?

The Institute has three long-range gaming projects which are in the planning stage. The three subjects are:

1) The Sino-Soviet Conflict (SINEX) which will deal with the conflict between Russia and China in central Asia. This will be primarily a tactical game but of a less rigid structure than the traditional Avalon Hill or SPI games.

2) PROJECT MININEXUS is discussed in detail in the last issue. Briefly, it will be a study of the role of the Presidency in the area of foreign affairs in the 1980s. Paul Cote (6491 N. Newland Ave., Chicago, Ill.) or Perry Silverman (96 Bay State Rd. Boston, Mass. 02215) will be in charge of this project.

3) SALT/MBRF which will be primarily a negotiating game dealing with arms control and disarmament between the United States and Soviet Union.

If YOU are interested in any of these subject areas, or in applying your gaming talents to the problems which will be involved you are urged to contact:

THE DIRECTOR  
IDS  
BOX 8416  
SAN DIEGO, CA.  
92102  
U.S.A.

\*\*\*\*\*

Learning by doing is a far more effective means of improving ones skills than simply reading or observing what others do.

box 8416  
San Diego  
California  
92102

GREATER SAN DIEGO GAMING & SIMULATIONS  
CONFERENCE

On August 4, 1973, The Greater San Diego Gaming and Simulations Conference will be held at the Islandia Hotel on Mission Bay in San Diego.

The all day Conference will feature briefings, displays, and other presentations by members of the San Diego gaming and simulations community.

Among groups expected to attend are:

NAVAL ELECTRONICS LABORATORY CENTER

SIMULATIONS DESIGN CORPORATION

SIMULATIONS DESIGN GROUP

INTERACT

SCIENCE APPLICATIONS, INC.

SIMILE II

In a pleasant setting away from distracting crowds those attending will devote themselves to learning something about gaming and simulation activities in San Diego.

For further details write the above address, or consult the enclosed announcement.

Registration is limited to 40 so reserve your seat now.

ANNUAL MEMBERSHIP DRIVE FOR  
INSTITUTE FOR DIPLOMATIC STUDIES

Only once a year does the Institute seek to recruit new members on an active basis.

At this time the Institute is accepting applications for membership in the Institute for the 1973-1974 year.

Memberships are \$10.00 per year for students,  
\$15.00 per year for Associates,  
\$15.00 per year for Regular Members,  
\$25.00 per year for Corporate Members.

All members automatically receive:

XENOLOGIC: the gaming and simulations quarterly and official journal of the Institute.

CATALOGUE OF PUBLICATIONS: the official listing of all available Institute publications.

MEMBER HANDBOOK: which gives information on the Institute's programs.

DISCOUNTS: Each member is entitled to a 25% discount on all Institute publications.

GAME OR SIMULATION: Each member is entitled to one game or simulation without additional charge.

The Institute has an active program of publications and activities of interest to the serious student of gaming and simulations.

Only your support enables this program to continue.

For more information contact:

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